

State Library of Massachusetts
State House, Boston

ANNUAL REPORT FISCAL YEAR 1989

MR
351.41M3
A55
1989
c.1

Commonwealth of Massachusetts
Department of Personnel Administration

ANNUAL REPORT FISCAL YEAR 1989

David A. Haley
Personnel Administrator

MR
351.41m3
A55
1989
c.1

DEPARTMENT OF PERSONNEL ADMINISTRATION

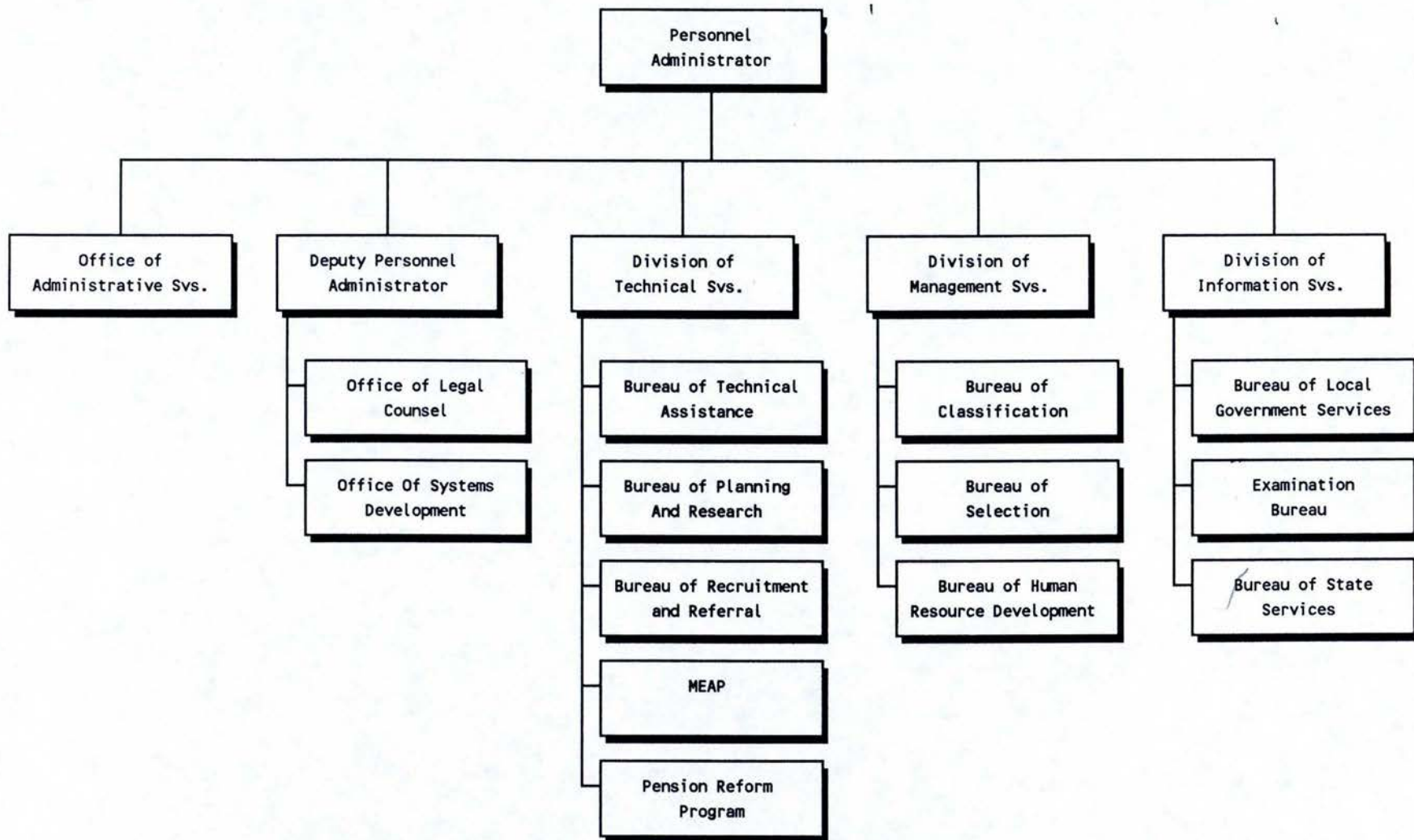


TABLE OF CONTENTS

	Page
DPA ORGANIZATION CHART.....	iii
ADMINISTRATION.....	1
Office of Administrative Services.....	3
Office of Legal Counsel.....	4
Office of Systems Development.....	5
DIVISION OF TECHNICAL SERVICES.....	7
Bureau of Technical Assistance.....	9
Bureau of Planning and Research.....	10
Bureau of Recruitment and Referral.....	11
Massachusetts Employee Assistance Program (MEAP).....	12
Pension Reform Program.....	13
DIVISION OF MANAGEMENT SERVICES.....	15
Performance Recognition Program.....	17
Bureau of Classification.....	18
Bureau of Selection.....	19
Bureau of Human Resource Development.....	20
DIVISION OF INFORMATION SERVICES.....	21
Bureau of Local Government Services.....	23
Bureau of Examination.....	24
Bureau of State Services.....	25
Statistical Summary - Civil Service Activities.....	26

ADMINISTRATION

Office of Administrative Services

The Office of Administrative Services provides personnel and fiscal management services to the Department. Information and technical support are provided to all staff and divisions of the Department to facilitate the Department's operations. Payroll and the processing of purchases of goods and services are two of the Office's core functions.

Highlights of Fiscal Year 1989

* Monthly management report. A monthly report detailing projected and actual expenditures by cost center and subsidiary was produced for use by senior management. This report also included a sick leave monitoring component to facilitate early identification of attendance problems so that remedial action could be taken. Fiscal year 1989 showed a slight reduction in sick leave usage from an average 8.59 days during the prior year to 8.52 days per employee.

* Coordination of departmental savings plan. A decrease of over \$1 million in appropriated funds for the year necessitated the reduction or elimination of all avoidable expenses. Two examples of savings initiatives included an approximate \$800 per month reduction in telephone charges to the department due to the detailed monitoring of personal calls and staff reimbursements. Conversion of a straight lease to a lease-purchase arrangement of a high-volume photocopier is projected to save \$32,000 over five years.

Financial Summary

<u>Appropriation Accounts</u>	<u>Appropriated</u>	<u>Expended</u>
Administration	\$1,991,647	\$1,970,718
Civil Service Administration	3,448,530	3,414,040
Classification	1,009,685	1,009,396
MEAP	800,000	796,643

<u>Retained Revenue Accounts</u>	<u>Collected</u>	<u>Expended</u>
Examination Fees	\$435,450	357,723
BASEC	150,000	146,643
Training	673,045	662,729
Pride in Performance Trust Account	132,352	114,880

Full-Time Equivalent (FTE) Employment

July 3, 1988	217.91
June 24, 1989	183.53

Office of Legal Counsel

The Office of Legal Counsel serves as the legal and policy advisor to the Personnel Administrator. In this capacity, counsel staff advise DPA managers, serve as hearing officers, and handle litigation and legislative matters involving DPA. In addition, the DPA counsel staff respond to inquiries concerning responsibilities, rights and duties under civil service and personnel law and rules from state agency legal counsel, town counsel and city solicitors, appointing authorities, the legislature, unions, employees, applicants and the general public.

Highlights of Fiscal Year 1989

* Amendment to Personnel Administration Rules on Smoking Prohibition. A public hearing was held resulting in the adoption of a new Personnel Administration Rule prohibiting smoking by certain public safety personnel (PAR.23).

* Implementation of the Special Adjudicatory Procedure. As the result of a number of convictions related to the theft of civil service examinations, DPA has continued a special hearing procedure for any person who feels aggrieved, using the services of the Division of Administrative Law Appeals. Approximately 150 claims have been addressed through this special procedure.

* Ethnic identity challenges. As the result of issues raised by the Boston Fire Department, the Office of Legal Counsel adjudicated a number of claims that individuals may have falsely claimed minority ethnic status to gain preference under federal court consent decrees. DPA's determination in the first case was upheld by a single justice of the state's Supreme Judicial Court and is currently on appeal to that court.

* Boston Police Lieutenant case. In a major case before the Civil Service Commission, the Office of Legal Counsel defended determinations the Personnel Administrator had made concerning the fairness of a Boston Police Lieutenant examination. The Commission subsequently issued a decision finding in part for the Personnel Administrator and in part for the appellants.

* Legislation. DPA prepared and submitted a comprehensive package of proposed civil service reform legislation. Three pieces, including one which allows public safety promotional examinations to go forward if four persons apply regardless of the number who appear, were enacted.

Office of Systems Development

The Office of Systems Development implements and maintains automated systems which support the functioning of the Department and the state personnel system. Principal efforts include maintaining the large DPA mainframe computer systems which use computer capacity located in the Data Processing Center of the Commonwealth's Office of Management Information Systems (OMIS), and operating a local area network (LAN) of microcomputers that supports DPA end users. Mainframe applications include systems which directly support the agency's civil service responsibilities, a recruitment and referral system, and the PMIS/ELIPSYS interface which links the Commonwealth's Personnel/Payroll Management Information System with DPA's Examination and List Processing System.

Highlights of Fiscal Year 1989

* Software support. General maintenance and support of LAN and mainframe systems activities included conversion of the ELIPSYS operating system to Natural version 2.1 and implementation of Universal Access Identification codes (UAIDS) which allow computer access to the OMIS Data Center. An upgrade to the LAN operating system was installed, as well as several software packages including new versions of word processing, spreadsheet and a sophisticated package for desktop publishing.

* Improving department operations. A LAN-based Registrar system for the Bureau of Human Resource Development was installed, and the Master Services Agreement form converted from obsolete CPT to the LAN. Working with program staff, the Office made modifications to the interface between PMIS and the computerized recordkeeping system for the Performance Management System (PMS), to ensure that agency participation in PMS can be audited and managerial pay increases are activated on time.

* Mainframe innovations Applications were developed and installed to support the New Examination Program, changes in civil service examination rules, and revisions in civil service procedures mandated by the enactment of the Pension Reform Act, Chapter 697 of the Acts of 1987.

* Statewide system development. The Office was responsible for coordination of DPA's representation on the interagency project PARIS (Personnel Administrative Reporting and Information System), the goal of which is to extend the capacity of PMIS for historical manpower analysis and human resource information reporting.

DIVISION OF TECHNICAL SERVICES

Bureau of Technical Assistance

The Bureau of Technical Assistance encourages innovation and productivity in the managerial and non-managerial work force through the administration of the Performance Management System (PMS), Management Compensation Program, Alternative Work Options Program and the development and implementation of other human resource initiatives.

Highlights of Fiscal Year 1989

* Salary surveys. DPA routinely conducts salary surveys to provide a basis for recommendations for adjustments to salaries for positions not covered by collective bargaining agreements. The annual management salary survey for fiscal year 1989, the Technical Pay Law salary survey for data processing positions and the Department of Revenue salary survey were all completed on schedule.

* "Redbook" review. The current edition of work rules for all non-bargaining unit positions was last issued in 1973. This document, known as the "Redbook," was revised and updated in fiscal year 1989 to reflect current law and regulation and to include a new section on family leave. Approval by the Secretary of Administration and Finance is required before the changes can be effected.

* Supporting PMS. The Performance Management System is the strategic planning and performance evaluation system for managers. Agency goals are established to guide the development of individual managers' performance plans, which are reviewed periodically through the year. During Fiscal Year 1989, the PMS program focused its training and communications on the use of PMS as an effective planning and motivational tool in a time of limited resources. Audits of agency PMS programs indicated that the use of PMS continues to improve with respect to compliance with deadlines and substantive quality. This is despite the unavailability of performance bonuses, the merit pay component of management performance evaluation that has yet to be implemented.

* Expanding alternative work options. Three agencies completed their first flextime plans, affording their employees the opportunity to set their own schedules for completing a full work week within the limits established within the agency.

* Earned leave proposal. A proposal for an earned leave policy to replace current vacation and sick leave policies for managers was presented to the Personnel Administrator.

Bureau of Planning and Research

DPA maintains a planning and research capacity as part of its mission to design and implement high quality human resource management programs that improve state workforce productivity. This Bureau plans, develops and evaluates human resource management interventions in response to identified workforce needs.

In addition, the Bureau provides internal consulting to DPA and to municipal officials on special personnel issues. The Bureau specifically provides oversight of the delegated psychological screening for public safety personnel selection, delegated municipal civil service exams and on-going monitoring, analysis and reporting of the demographics of the state executive branch workforce. Longitudinal employee selection validation studies are conducted as needed.

Highlights of Fiscal Year 1989

* Psychological screening. By the end of fiscal year 1989, 128 state and local public safety agencies had DPA-approved psychological screening plans in effect, an 8.3% rise in participation over fiscal year 1988. During the year the Bureau conducted a comprehensive program evaluation which involved surveying all participating agencies to assess program compliance and outcomes following the delegation of DPA's medical examination function in early 1987.

* Public safety examination program. Over 300 hours were provided supporting the construction by the Selection Bureau of the statewide entry level examination for police officer, which must meet stringent standards of test validation under federal EEO employee selection guidelines.

* Workforce analysis. The 1988 annual *Profile of the State Executive Branch Workforce*, reflecting May 1988 figures, was completed and the 1989 *Profile* was under development. Production of the *Profile*, as well as additional reports in response to special requests for workforce information, has been greatly enhanced through using new microcomputer technology introduced within DPA in 1987. The establishment of a base of historical data has opened up the potential for conducting trend analysis of changing workforce demographics over time.

* Participation in the Personnel Administrative Reporting and Information System (PARIS) Project. Along with other DPA units, the Bureau made a variety of recommendations on the design specifications of this new payroll/personnel management information system for the 1990's.

Bureau of Recruitment and Referral

The mission of the Bureau of Recruitment and Referral is to support and supplement the human resource management programs of state agencies and municipalities by providing professionalized recruitment, referral and public information services. Challenges range from assistance in filling shortage category in some agencies while helping others with outplacement of workers due to tightened budgets.

Highlights of Fiscal Year 1989

* Affirmative action. The Bureau's Recruitment Unit seeks to establish an on-going system to attract and secure employment opportunities for minorities in state service within the Boston area; and in public safety positions in cities and towns. Outreach efforts, including contacts with 88 community agencies and direct mailings to 6,489 individuals, were extended for 40 civil service exams. These efforts contributed to the attraction of 4,830 minority applicants, or 17% of the total of over 28,000.

* Workforce reduction. As DPA and several other agencies in state government were compelled to reduce personnel costs, the Bureau assisted in the transition process with employment counseling and career guidance. Efforts to assist managers looking for positions outside state government included the development of a *Job Seekers Guide*, outplacement workshops and other activities.

* Recruitment. The Executive Search Program recruits senior level managers, with special emphasis on referring minorities, women, Vietnam era veterans and handicapped persons to state agencies. During fiscal year 1989, 16 job orders were received, resulting in 14 placements, including 7 minority, with 697 referrals. Due to budget constraints the monthly management job listing bulletin, *Recruiter Service*, was discontinued as of August 1, 1988. The TAPS program assists state agencies to find applicants with technical, administrative, professional and support level skills. For the 168 job orders received, 292 referrals and six placements were made.

* BASEC moves on. The successful Business and State Employment Collaborative left DPA to become a private non-profit organization on June 30, 1989. Started under the auspices of the Executive Search Program, BASEC worked directly with member companies to establish new recruitment sources, regional and national networks for on-going referral of minority candidates, and a talent bank upon which to draw in filling specific positions. Recruitment efforts focused on locating minority candidates for management and professional positions requiring at least five years of prior work experience.

Massachusetts Employee Assistance Program (MEAP)

The Massachusetts Employee Assistance Program (MEAP) administers the delivery of services by private contracted vendor organizations to state employees and their families. Vendor organizations, serving designated geographic areas across the state, provide free and confidential assessment and referral services for problems such as legal and financial difficulties, family/marital problems, substance abuse, emotional distress.

Direct services include inquiry, assessment, short-term counselling, referral, case management and follow-up on referrals. Indirect services inform employees, supervisors, human resource staff, union representatives and management personnel about the program and how it can be utilized through orientation, educational and training seminars, outreach activities and management consultations.

In recognition of the need for careful and consistent program evaluation, MEAP vendors are required to submit monthly program service data. No client names or identifying information are reported; strict confidentiality is maintained.

Highlights of Fiscal Year 1989

* Per capita cost reduction. The appropriation by the legislature for contracted services for MEAP of \$800,000, a reduction of 13% from the prior year, led to a per capita fee of \$12.35 per employee. The industry average of \$21.50 is nearly 43% greater.

* Direct service statistics. The 12 MEAP vendor organizations received a total of 8,916 inquiry calls that generated documented cases. This constitutes a 14% penetration of the target population of nearly 65,000 covered individuals. In five years the penetration rate has grown from 2.5%, representing 457 inquiry calls in fiscal year 1985, to its current level.

* Indirect service statistics. MEAP vendors provide orientation sessions and training events to familiarize employees with MEAP and the availability of services. Over 11,000 employees participated in one of the 586 sessions that were conducted. Consultations by MEAP counselors with managers and supervisors, totalling nearly 6,000 contacts, are important components in developing options to manage employees' existing or potential work-related problems.

Pension Reform Program

The Pension Reform Program was organized to meet the Department's new responsibilities assigned by Chapter 697 of the Acts of 1987, the Pension Reform Act. A common theme among these responsibilities is the promotion of health and fitness of public safety personnel, as one strategy to reduce the incidence and costs of disability retirement pensions among public safety workers. The program's most significant initiative will be in developing and implementing health and physical fitness standards for police officers, firefighters and correction officers.

The Pension Reform Bureau was also assigned the responsibility to conduct a study to determine whether age is a bona fide occupational qualification for the certain public safety positions, as mandated by Chapter 415 of the Acts of 1987. The study was to be the basis of a determination by the Personnel Administrator whether to change by regulation the statutory mandatory retirement age of 65 for those positions.

Highlights of Fiscal Year 1989

* Smoking Prohibition Rule adopted. After adoption by the Personnel Administrator of PAR.23, as mandated by several sections of the Pension Reform Act, the Bureau developed and distributed informational materials which were sent to all public safety appointing authorities, police and fire chiefs, legislators, mayors and boards of selectmen. The rule prohibits smoking of tobacco products by public safety personnel.

* Report on age discrimination issue. Bureau staff completed the study mandated by Chapter 415 of the Acts of 1987 to determine if age is a bona fide occupational qualification for the positions of police officer, firefighter and correction officer. Based on the report of that study the Personnel Administrator determined that mandatory retirement at age 65 is warranted and will be maintained for those positions.

* Firefighter job analysis. As part of the development of physical fitness standards for firefighters, the Bureau conducted a job analysis of the position of fire fighter. This project required the cooperation and participation by many members of the fire service, whose help is gratefully acknowledged.

* Callahan Commission support. Bureau staff provided testimony and editorial assistance to the Governor's Commission to Investigate Police Training (Callahan Commission) in its exploration of how police officers are selected for appointment.

DIVISION OF MANAGEMENT SERVICES

Performance Recognition Program

The Massachusetts Performance Recognition Program, known as "Pride in Performance", was established in 1984 to highlight, reward and encourage excellence in Massachusetts state government. Each year approximately 400 employees across the Commonwealth are selected by their peers, supervisors and agency heads to receive the Commonwealth Citation for Outstanding Performance. From this group of winners, 10 individuals or groups are chosen by the Governor's selection committee to receive the Manuel Carballo Governor's Award for Excellence in Public Service, the highest award made to state Executive Department employees. This award, named for the late Secretary of the Executive Office of Human Services, recognizes outstanding achievement, exemplary leadership, attainment of high priority agency objectives, and achievement of significant improvements in productivity or savings.

Highlights of Fiscal Year 1989

* Landmark year. In fiscal year 1989, the fifth consecutive year of publicly recognizing the accomplishments of dedicated Commonwealth employees, the Program achieved 100% participation of all eligible Executive Department agencies and honored 393 award winners, the greatest number to date.

* "PIP" Day. Governor Michael S. Dukakis issued a proclamation designating Friday, November 18 as "Pride in Performance Day", also marked by resolutions commending state employees for their dedication and commitment to public service passed by both the Senate and House of Representatives.

* Awards banquet. Gov. Dukakis joined Cabinet Secretaries, agency heads and other guests at the Pride in Performance awards dinner to honor the award recipients. Over 1,400 people attended the event, held on "PIP Day."

* Carballo Awards. The 10 Manuel Carballo Awards for 1988 honored state employees whose work benefitted co-workers, AIDS victims, troubled young people, low income college students, area hospitals, the needy and disabled requiring health care, mentally retarded citizens and their families, the community college environment, and patrons of the state transportation system.

* A year of Pride in Performance. A poster-style calendar featuring photographs of all the award winners and highlighting excellence throughout the year was produced and distributed to employees in all state agencies.

Bureau of Classification

The Bureau of Classification is responsible for the following functions: determining the appropriate classification or title for non-management and management positions in the executive branch; determining the appropriate salary rate for individual managers and employees; establishing and eliminating positions for use by state agencies and producing an annual listing of positions in the executive branch; developing personnel policies, procedures and standards for use by executive branch agencies; adding or eliminating titles in the state's classification plan; providing written descriptions of all titles in the plan; and providing technical assistance and consultation to state agency personnel.

Highlights of Fiscal Year 1989

* Appeals resolution. An effort was launched to expedite the resolution of large numbers of classification appeals by using an automated tracking system to identify the appeal workload. Intensive training and technical assistance was provided to targeted agencies in how to conduct appeal audits and classify positions. DPA also provided staff resources to conduct some of the audits in agencies with large numbers of appeals to process.

* New guide charts. Following the completion of a project to develop enhanced job evaluation guide charts, a Conventions Advisory Committee was convened in order to develop rules for the implementation of the enhanced system as well as plans for revision of the existing job evaluation manual. The enhanced charts are expected to improve DPA's ability to measure compensable factors and to address pay equity concerns.

* Unit 9 class specifications. Working with representatives of collective bargaining unit 9, which represents engineering and science personnel, the Specification Review Process was completed and the new class specifications for all titles assigned to this unit were distributed.

* Statistical summary:

Appeals resolved by DPA	1300
Agency audits conducted by DPA staff	115
Classification maintenance requests received and adjudicated	3000

Bureau of Selection

The Bureau of Selection is responsible for constructing job-related, content-valid, legally defensible examinations for all positions covered by the provisions of Chapter 31 of the General Laws, the civil service statute. Examinations cover positions in both in state agencies and municipalities. This includes an extensive program of entry level and promotional examinations for police officer and fire fighter positions. The examinations are based on classification specification information garnered from the recent statewide job analysis studies.

Highlights of Fiscal Year 1989

* Non-public safety examinations. During fiscal year 1989, the Bureau produced 35 examination booklets covering a minimum of 125 position titles banded together by the applicability of common knowledges, skills and abilities determined to be required to perform the primary or dominant duties of the positions being tested.

* Public safety program. Activities included the administration of the following examinations:

Deputy Police Chief/Police Chief
Deputy Fire Chief/District Fire Chief/Fire Chief
Police Sergeant, Lieutenant and Captain
Fire Lieutenant and Captain
Correction Officer I-III

Entry level fire fighter and police officer examinations were also developed and constructed. A total of 288 examinations for public safety titles were conducted.

* Completion of Culbreath consent decree. Nine years of remediation of a broad range of the Commonwealth's employment practices to eliminate racial discrimination came to a successful conclusion on September 30, 1988, with the dissolution of the Culbreath decree in Federal district court. The Selection Bureau was central to the implementation of content-valid examinations as an integral element of the merit selection system.

* Other business. Ancillary activities range from responding to all types of civil service inquiries to representing the Department at Civil Service Commission hearings on appeals involving examination issues.

Bureau of Human Resource Development

The Bureau of Human Resource Development is the Commonwealth's centralized training unit for all state employees. BHRD offers training and development programs and services for all levels of government, and provides support for networking, resource sharing and problem-solving by individual agencies and their training activities.

Highlights of Fiscal Year 1989

* Enrollment statistics. BHRD conducted 128 training programs in which 2,878 employees at every work level from 98 state agencies participated. Three programs were offered to develop English speaking and reading skills; 47 multilingual employees participated in these programs.

* Performance evaluation systems training. The Employee Performance Review System (EPRS), used for non-management personnel, was supported by 14 training programs attended by 389 employees. Eleven courses were offered to orient managers on the Performance Management System (PMS) for managers.

* Certificate program. In collaboration with several state agencies, BHRD established a Certificate Program in Human Resource Development, in response to discussions with and requests from Agency Training Liaison Officers (ATLOs), directors of training and other key managers interested in HRD. This new program will be offered tuition free to 24 selected participants.

* "Tier" management development. The Commonwealth's Tier Management Development Program was redesigned to provide a career ladder of training, Tier I - Tier V. Tier training includes programs for non-management employees, developed by joint labor/management Committees through the Office of Employee Relations with BHRD participation.

* Master Services Agreement. BHRD developed and implemented the second state-wide Master Services Agreement. The MSA is the process which certifies 150 trainers to deliver specialized training and human resource development services to state employees.

* ATLO Professional Day. The first Professional Day for agency training personnel, which it is hoped will become an annual event, provided an opportunity for professional development, networking and resource sharing.

* Catalogue distribution. The BHRD course catalogue distribution was expanded to reach over one half of the state work force directly.

DIVISION OF INFORMATION SERVICES



Bureau of Local Government Services

The Bureau of Local Government Services serves as the primary liaison between municipal government and the civil service functions within the Department of Personnel Administration. Centralized within this unit are a wide range of merit system administration services, including the issuance of certifications and review of appointments and promotions for all civil service vacancies at the local level; review of personnel transactions and maintenance of employee records; administration of the delegation and decentralization program for local communities for both official and labor service; and the administration of the municipal classification system.

Highlights of Fiscal Year 1989

* Publications. During the year, the Bureau wrote and published *Certification Handbooks* for use by public safety appointing authorities in making entry level firefighter and police officer appointments. In addition, the Bureau developed a several written policy statements and reference materials for use by municipal appointing authorities faced with reductions in force and the need to conduct layoffs in civil service positions.

* Public safety seminars. The Bureau sponsored a series of informational seminars for municipal public safety appointing authorities and police and fire chiefs. Topics included the Pension Reform Act, layoff and reductions in force, the medical process for entry level public safety appointments, and the civil service appeal process. DPA staff were joined by representatives from the Massachusetts Criminal Justice Training Council, the Massachusetts Commission Against Discrimination, and the Civil Service Commission in panel presentations and question-and-answer sessions.

* Labor service seminars. The Bureau held a one-day training program for newly appointed labor service directors to review with them the provisions of civil service law, rules, and policies required for local administration of labor service functions. The session also served as a review course for long-term labor service directors seeking updated information on the delegation process.

Bureau of Examination

The Bureau of Examination is responsible for the administration of the civil service examinations for the executive branch of the state, and for the municipalities which are covered by civil service. This includes ordering, planning, scheduling, and conducting examinations; developing and distributing examination posters; scoring the examinations; and establishing and maintaining eligible lists of qualified candidates to fill position vacancies.

The Bureau is divided into three sections. The Pre-examination Unit oversees activities up to and including conducting examinations at test sites throughout the state. The Post-examination Unit processes the examination materials following the administration of examinations, and coordinates the scoring of answer sheets, the notification of test results, establishing eligible lists, and the adjusting of lists as a result of appeals and other factors. The Appeals Unit processes appeals concerning the marking of training and experience components of promotional exams, and determinations of ineligibility.

Highlights of Fiscal Year 1989

* Open Police Chief examination. The first state-wide open competitive examination for Police Chief for municipal service was held on February 4, 1989. The 265 candidates who appeared for the examination were notified of the results of the test within thirty days of the examination date.

* Examination processing standards. The timely processing of examination results is a top priority for the Bureau. The benchmark standard the Bureau strives to maintain is to mail examination results within 30 days of the examination date, establish eligible lists within 60 days of the examination, and issue certifications within 90 days of the examination.

* Statistical summary:

Examinations scheduled:	516
Application filed:	49,124
Candidates placed on eligible lists:	29,132
Eligible lists established:	386
Fees collected from applications:	\$435,450

Bureau of State Services

The Bureau of State Services is the liaison between state agencies and the Department for merit system appointments and other personnel transactions. The Bureau manages certain aspects of the merit system administration process for state agencies, which includes certification, appointment and promotion to civil service positions, maintenance of employee records, delegation and decentralization of merit system functions, and the various civil service personnel transactions affecting state agency employment.

Highlights of Fiscal Year 1989

* Systems interface completed. The Bureau was involved in completing the operational linkage between the two major automated systems PMIS (Personnel/Payroll Management Information System) and ELIPSYS (Examination and Lists Information Processing System) to automate fully the civil service certification process for state positions. This interface has enabled agency appointing authorities to become more fully informed as to the status of civil service certifications through direct on-line access to eligible list and certification information.

* Position transfers. The Bureau worked closely with a major state agency in transferring 750 temporary positions to permanent positions and expediting certifications to afford eligibles the opportunity to gain permanent civil service status within time period specified by the statute (Section 116 of Chapter 164). As a result of this effort 310 eligibles gained permanent/temporary status.

* Efficient unflagging. The Bureau developed procedures and maintained strict standards for the unflagging of position freeze conditions on PMIS, in support of the Executive Office for Administrations and Finance's essential service position review process, which required specific authorization before an appointment could be entered into PMIS. The Bureau's lifting of freeze codes from individual positions within 24 hours of receipt of the authorization form, for 100% of the affected positions, meant that no authorized employee salaries were unnecessarily delayed.

* Appointments from certifications. Through improvements in the certification process and with the cooperation of state appointing authorities, the number of civil service appointment (from provisional appointment) increased by 10% from the previous year.

Statistical Summary
Civil Service Activities Fiscal Year 1989

Certification Functions
Official and Labor Service

	State	Municipal	Total
Certifications sent	4,584	2,547	7,131
Approved appointments from certifications	4,398	2,439	6,837
Applicants notified for employment	239,638	70,523	310,161
New applicants processed for Labor Service list	1,483	839	2,322

